

Special Education Coordinators

GROUP
13



IMPACT



DISTRICT OF COLUMBIA
PUBLIC SCHOOLS

The District of Columbia Public Schools Effectiveness
Assessment System for School-Based Personnel

2017
2018

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LETTER FROM THE CHANCELLOR

Dear Staff,

During my first months as Chancellor, I visited all DCPS schools and was incredibly impressed with what I saw in schools across the city. DCPS' status as the fastest improving urban district in the nation is only possible because of the extraordinary passion, skill, joy, and talent you bring to your work each day.

You help make our schools welcoming environments and support our students' intellectual, social-emotional, and physical needs — all of which are critical to student success. To both build on our past success and accelerate our efforts to close the achievement gap, we must continue to concentrate our work on ensuring *all* students feel loved, challenged, and prepared to positively influence society and thrive in life. I am honored to partner with you in this critical work and thank you for all you will do for our students, families, and communities this year.

Every student, every school, every day!

Respectfully,

A handwritten signature in black ink, appearing to read 'AW', with a stylized flourish extending from the end.

Antwan Wilson
Chancellor, DC Public Schools



PUTTING GROWTH FIRST

How does IMPACT promote reflection and support my growth?

The primary purpose of IMPACT is to help you become more effective in your work. Our commitment to continuous learning applies not only to our students, but to you as well. IMPACT supports your growth by:

- **Clarifying Expectations** — IMPACT outlines clear performance expectations for all school-based employees. We have worked to ensure that the performance metrics and supporting rubrics are clear and aligned to your specific responsibilities.
- **Providing Feedback** — Quality feedback is a key element in reflecting on your practice. This is why you will receive feedback on your strengths as well as your growth areas. You can also view written comments about your performance by logging into your IMPACT dashboard at <http://impactdcp.dc.gov>.
- **Facilitating Collaboration** — By providing a common language to discuss performance, IMPACT helps support the collaborative process. This is essential, as we know that communication and teamwork create the foundation for student success.
- **Driving Professional Development** — The information provided by IMPACT helps DCPS make strategic decisions about how to use our resources to best support you. We can also use this information to differentiate our support programs by cluster, school, grade, job type, or any other category.
- **Retaining Great People** — Having highly effective teachers and staff members in our schools helps everyone improve. By mentoring and by serving as informal role models, these individuals provide a concrete picture of excellence that motivates and inspires us all. IMPACT helps retain these individuals by providing significant recognition for outstanding performance.

IMPACT reflects our belief that everyone in our system plays a critical role in improving student outcomes. With an outstanding teacher in every classroom and excellent staff members throughout our schools, our students will graduate prepared for success in college, the workforce, and life.

For further information about job-specific resources and professional development designed to help you grow, see the *Supporting Your Success* section at the end of this guidebook.



GROUP 13: OVERVIEW

Who is in Group 13?

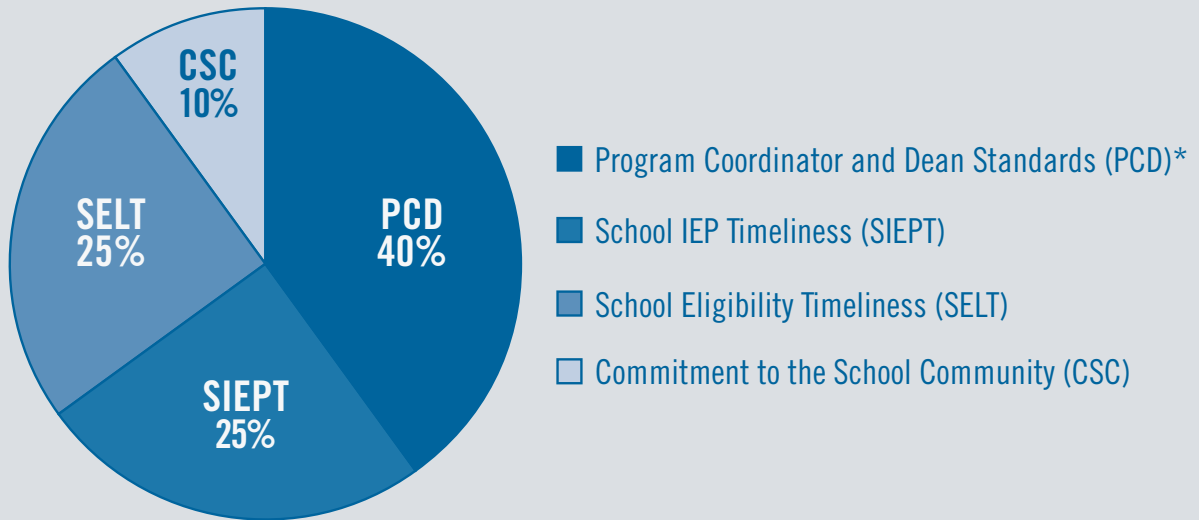
Group 13 consists of all special education coordinators.

What are the IMPACT components for members of Group 13?

There are five IMPACT components for members of Group 13. Each is explained in greater detail in the following sections of this guidebook.

- **Program Coordinator and Dean Standards (PCD)** — These standards define excellence for program coordinators and deans in DCPS. They make up 40% of your IMPACT score.
- **School Individualized Education Program Timeliness (SIEPT)** — This is a measure of the extent to which individuals at your school complete their assigned Individualized Education Programs within the timeframe and in accordance with the rules established by the DCPS Central Office. This component makes up 25% of your IMPACT score.
- **School Eligibility Timeliness (SELT)** — This is a measure of the extent to which individuals at your school complete the special education eligibility process for their assigned students within the timeframe and in accordance with the rules established by the DCPS Central Office. This component makes up 25% of your IMPACT score.
- **Commitment to the School Community (CSC)** — This is a measure of the extent to which you support and collaborate with your school community. This component makes up 10% of your IMPACT score.
- **Core Professionalism (CP)** — This is a measure of four basic professional requirements for all school-based personnel. This component is scored differently from the others, which is why it is not represented in the pie chart. For more information, please see the Core Professionalism section of this guidebook.

IMPACT COMPONENTS FOR GROUP 13



**The Program Coordinator and Dean Standards (PCD) component will expand to replace components of the pie that cannot be scored.*

What are the Program Coordinator and Dean Standards?

These standards define excellence for program coordinators and deans in DCPS. They include:

- Standard 1: Core Job Functions
- Standard 2: Programmatic Goals
- Standard 3: Positive Rapport with Students and Families
- Standard 4: Collaboration
- Standard 5: Adaptability
- Standard 6: Use of Data
- Standard 7: Management and Leadership

Who developed the Program Coordinator and Dean Standards?

The standards were developed in collaboration with DCPS program coordinators and deans, administrators, and central office staff.

How will my proficiency in the Program Coordinator and Dean Standards be assessed?

Your administrator will assess your proficiency according to the rubric at the conclusion of this section. S/he will assess you formally two times during the year. The first assessment will occur by February 1 and the second by June 7.

As part of each assessment cycle, you will have a conference with your administrator. At this conference you will receive feedback based on the Program Coordinator and Dean Standards rubric and discuss next steps for professional growth.

If your administrator makes at least two attempts to schedule a conference with you prior to the Cycle deadline and you are unable to meet or unresponsive, the assessment will be valid without the conference. Valid attempt methods include, but are not limited to, phone calls, text messages, emails, notes in your school inbox, and/or in-person conversations.

How will my proficiency in the Program Coordinator and Dean Standards be scored?

For each assessment cycle, you will receive a 4 (highest) to 1 (lowest) score for each standard of the rubric. Your standard scores will then be averaged together to form an overall score of 4.0 (highest) to 1.0 (lowest) for the assessment cycle.

At the end of the year, your assessment cycle scores will be averaged together to calculate an overall score of 4.0 (highest) to 1.0 (lowest) for this component of your IMPACT assessment. See the sample score chart at the conclusion of this section.

Please note that, if you are shared between two schools, you will receive scores at each of them. These scores will then be averaged together to determine your final score for this component.

How will staff members who have earned Highly Effective ratings two years in a row be assessed this year?

Staff members who have earned Highly Effective ratings during both of the last two school years will receive an assessment by February 1. If the score from this assessment is 3.0 or higher, the IMPACT team will notify the staff member via email after Cycle 1 ends that she/he will not be receiving a second assessment, unless requested by the staff member in the IMPACT database (<http://impactdcps.dc.gov>). If the score is below 3.0, the staff member will continue on the normal assessment schedule.

Please note that staff members who are shared between two schools will receive an assessment by each of their administrators by February 1. These scores will then be averaged together to determine whether shared staff are eligible for a reduced number of assessments this year.

SAMPLE SCORE CHART
PROGRAM COORDINATOR AND DEAN STANDARDS (PCD)

PROGRAM COORDINATOR AND DEAN STANDARDS (PCD)	CYCLE ENDS 2/1	CYCLE ENDS 6/7	OVERALL (Average of Cycles)
PCD 1: Core Job Functions	3.0	4.0	
PCD 2: Programmatic Goals	4.0	3.0	
PCD 3: Positive Rapport with Students and Families	4.0	4.0	
PCD 4: Collaboration	3.0	3.0	
PCD 5: Adaptability	4.0	4.0	
PCD 6: Use of Data	3.0	4.0	
PCD 7: Management and Leadership	3.0	4.0	
PCD SCORE (Average of PCD 1 to PCD 7)	3.42	3.71	3.57



Brian Tropiano

If I have additional questions about the Program Coordinator and Dean Standards, whom should I contact?

Please contact the IMPACT team at 202-719-6553 or impactdcps@dc.gov.

LEVEL 4 (HIGHEST)

LEVEL 3

PCD 1

CORE JOB FUNCTIONS

Program coordinator or dean **meets Level 3** expectations AND **extends impact** by developing new skills to become more effective at her/his work, by taking on and successfully fulfilling additional responsibilities, and/or by exceeding expectations on assigned work.

Program coordinator or dean **consistently** accomplishes core job functions in a timely and effective manner.

For example:

- Communicating clearly with diverse stakeholders in both oral and written forms
- Anticipating and responding to stakeholder needs effectively and courteously
- Monitoring guidelines, timelines, and completion of student assessments, evaluations, IEPs, and triennial re-evaluations according to federal, state, and district guidelines
- Reviewing Hearing Officer Decision/Settlement Agreement requirements to determine needs and ensure compliance
- Responding promptly to all parent requests for documents, meetings, and evaluations
- Preparing for, attending, and facilitating meetings related to student performance, evaluation, and progress

PCD 2

PROGRAMMATIC GOALS

Program coordinator or dean **meets Level 3** expectations AND **extends impact** by proactively and meaningfully involving the school community in the development of the programmatic goals.

Program coordinator or dean **consistently** works towards and achieves clear, measurable, and ambitious programmatic goals.

PCD 3

POSITIVE RAPPORT WITH STUDENTS AND FAMILIES

Program coordinator or dean **meets Level 3** expectations AND **extends impact** by dedicating a truly exceptional amount of time and energy towards building positive and productive relationships with students and families who face the greatest challenges.

Program coordinator or dean **consistently** builds positive and productive relationships with students and their families.

For example:

- Conducting regular phone calls, home visits, and other outreach to communicate with parents/guardians, and creating a welcoming office environment for students and families
- Embedding early dispute resolution interventions to ensure conflict is addressed prior to due process

PCD 4

COLLABORATION

Program coordinator or dean **meets Level 3** expectations AND **extends impact** by dedicating a truly exceptional amount of time and energy towards helping colleagues address challenges in their work.

Program coordinator or dean **consistently** collaborates with other staff members in an effective manner.

For example:

- Assisting staff with the development and implementation of school compliance management systems and/or internal audit systems
- Assisting colleagues in completing necessary meeting materials (e.g., draft IEPs, evaluations) in a timely manner
- Assisting classroom and special education teachers with the development of Behavior Intervention Plans (BIP) and Functional Behavior Assessments (FBA)

LEVEL 2

LEVEL 1 (LOWEST)

Program coordinator or dean **sometimes** accomplishes core job functions in a timely and effective manner.

Program coordinator or dean **rarely or never** accomplishes core job functions in a timely and effective manner.

Program coordinator or dean **sometimes** works towards and achieves clear, measurable, and ambitious programmatic goals.

Program coordinator or dean **rarely or never** works towards or achieves clear, measurable, and ambitious programmatic goals.

Program coordinator or dean **sometimes** builds positive and productive relationships with students and their families.

Program coordinator or dean **rarely or never** builds positive and productive relationships with students and their families.

Program coordinator or dean **sometimes** collaborates with other staff members in an effective manner.

Program coordinator or dean **rarely or never** collaborates with other staff members in an effective manner.

LEVEL 4 (HIGHEST)

LEVEL 3

PCD 5

ADAPTABILITY

Program coordinator or dean **meets Level 3** expectations AND **extends impact** by helping colleagues perform at a high level in challenging situations.

Program coordinator or dean **consistently** performs at a high level in challenging situations.

For example:

- *Adapting flexibly to shifting projects or priorities to meet the needs of a dynamic transformation effort within the school and the DCPS Central Office*

PCD 6

USE OF DATA

Program coordinator or dean **meets Level 3** expectations AND **extends impact** by sharing data, as appropriate, with the school community to help increase investment in programmatic goals.

Program coordinator or dean **consistently** uses accurate, timely, and detailed data from multiple sources to guide her/his work.

For example:

- *Monitoring data collection for SEDS and Medicaid*
- *Ensuring data used for student meetings is relevant and up to date*
- *Supporting school staff in providing effective student interventions based on IEP data and team recommendations*
- *Utilizing SEDS and Blackman-Jones to ensure meetings are compliant and reflective of current activity*

PCD 7

MANAGEMENT AND LEADERSHIP

Program coordinator or dean **meets Level 3** expectations AND **extends impact** by building other staff members' capacity to take on leadership responsibilities.

Program coordinator or dean **consistently** fulfills management responsibilities (for example, oversight of program budget, supervision of personnel, and coordination of school and external resources) in an effective manner.

For example:

- *Coaching, mentoring, and challenging other special education staff to excel despite obstacles and challenging situations*
- *Providing professional development to school staff regarding research-based best practices in special education*

LEVEL 2

LEVEL 1 (LOWEST)

Program coordinator or dean **sometimes** performs at a high level in challenging situations.

Program coordinator or dean **rarely or never** performs at a high level in challenging situations.

Program coordinator or dean **sometimes** uses accurate, timely, and detailed data from multiple sources to guide her/his work.

Program coordinator or dean **rarely or never** uses accurate, timely, and detailed data from multiple sources to guide her/his work.

Program coordinator or dean **sometimes** fulfills management responsibilities (for example, oversight of program budget, supervision of personnel, and coordination of school and external resources) in an effective manner.

Program coordinator or dean **rarely or never** fulfills management responsibilities (for example, oversight of program budget, supervision of personnel, and coordination of school and external resources) in an effective manner.

What is School IEP Timeliness?

This is a measure of the extent to which individuals at your school complete their assigned Individualized Education Programs within the timeframe and in accordance with the rules established by the DCPS Central Office.

Why is this one of my IMPACT components?

As a special education coordinator, it is your responsibility to ensure that all of the IEPs for the students in your school are renewed on time. This is critical to ensuring that our students receive all the services they need. Furthermore, it is required by federal law.

How will my School IEP Timeliness be calculated?

You will first have the opportunity to confirm the IEPs for which you or someone at your school served as case manager. Your School IEP Timeliness will then be scored at the end of the school year according to the rubric at the conclusion of this section. You will receive an overall score of 4 (highest) to 1 (lowest).*

Please note that, if you are shared between two schools, you will receive scores at each of them. These scores will then be averaged together to determine your final score for this component.

** Please note that, because this component is scored only once per year, we have not included a sample score chart as we have for the components that are scored multiple times per year.*

If I have additional questions about School IEP Timeliness, whom should I contact?

Please contact the IMPACT team at 202-719-6553 or impactdcps@dc.gov.



Andy Le



Katie Rossman



Katie Rossman



Andy Le

LEVEL 4 (HIGHEST)

LEVEL 3

SIEPT 1

SCHOOL INDIVIDUALIZED EDUCATION PROGRAM TIMELINESS

School completes **100%** of required Individualized Education Programs within the timeframe and in accordance with the rules established by the DCPS Central Office.

School completes **95-99%** of required Individualized Education Programs within the timeframe and in accordance with the rules established by the DCPS Central Office.



LEVEL 2

School completes **90-94%** of required Individualized Education Programs within the timeframe and in accordance with the rules established by the DCPS Central Office.

LEVEL 1 (LOWEST)

School completes **less than 90%** of required Individualized Education Programs within the timeframe and in accordance with the rules established by the DCPS Central Office.



Michael DeAngelis

What is School Eligibility Timeliness?

This is a measure of the extent to which individuals at your school complete the special education eligibility process for their assigned students within the timeframe and in accordance with the rules established by the DCPS Central Office.

Why is this one of my IMPACT components?

As a special education coordinator, it is your responsibility to ensure that the special education eligibility process for the students in your school is completed in a timely fashion. This is critical to ensuring that our students receive all the services they need.

How will my School Eligibility Timeliness be calculated?

You will first have an opportunity to confirm the students for whom you or someone at your school completed the special education eligibility process. Your School Eligibility Timeliness will then be scored at the end of the school year according to the rubric at the conclusion of this section. You will receive an overall score of 4 (highest) to 1 (lowest).*

Please note that, if you are shared between two schools, you will receive scores at each of them. These scores will then be averaged together to determine your final score for this component.

** Please note that, because this component is scored only once per year, we have not included a sample score chart as we have for the components that are scored multiple times per year.*

If I have additional questions about School Eligibility Timeliness, whom should I contact?

Please contact the IMPACT team at 202-719-6553 or impactdcps@dc.gov.



Michael DeAngelis



Brian Tropiano

LEVEL 4 (HIGHEST)

LEVEL 3

SELT 1

SCHOOL ELIGIBILITY TIMELINESS

School completes the required special education eligibility process for **100%** of students within the timeframe and in accordance with the rules established by the DCPS Central Office.

School completes the required special education eligibility process for **95-99%** of students within the timeframe and in accordance with the rules established by the DCPS Central Office.



Meaghan Gay



Michael DeAngelis

LEVEL 2

School completes the required special education eligibility process for **90-94%** of students within the timeframe and in accordance with the rules established by the DCPS Central Office.

LEVEL 1 (LOWEST)

School completes the required special education eligibility process for **less than 90%** of students within the timeframe and in accordance with the rules established by the DCPS Central Office.



Meaghan Gay

What is Commitment to the School Community?

This component measures several aspects of your work as a member of a school community: 1) your support of your school's local initiatives; 2) your support of the Special Education and English Language Learner programs at your school; and 3) your efforts to promote high academic and behavioral expectations. For teachers, this component also measures two other aspects: 4) partnership with students' families; and 5) instructional collaboration with colleagues.

Why is this one of my IMPACT components?

This component was included because we believe every staff member in the building plays a critical role in ensuring the success of all students.

How will my Commitment to the School Community be assessed?

Your administrator will assess you two times during the year according to the rubric at the conclusion of this section. The first assessment begins at the start of the school year and ends February 1; the second assessment begins February 2 and ends June 12.

At the end of each cycle, you can view your final Commitment to the School Community score in the IMPACT database (<http://impactdcps.dc.gov>). While a conference to discuss your Commitment to the School Community score is not required, you are encouraged to reach out to your administrator with any questions or concerns.

How will my Commitment to the School Community be scored?

For each assessment cycle, you will receive a 4 (highest) to 1 (lowest) score for each standard of the rubric. Your standard scores will then be averaged together to form an overall score of 4.0 (highest) to 1.0 (lowest) for the assessment cycle.

At the end of the year, your assessment cycle scores will be averaged together to calculate an overall score of 4.0 (highest) to 1.0 (lowest) for this component of your IMPACT assessment. See the sample score chart below.

Please note that, if you are shared between two schools, you will receive scores at each of them. These scores will then be averaged together to determine your final score for this component.

SAMPLE SCORE CHART
COMMITMENT TO THE SCHOOL COMMUNITY (CSC)

COMMITMENT TO THE SCHOOL COMMUNITY (CSC)	CYCLE ENDS 2/1	CYCLE ENDS 6/12	OVERALL (Average of Cycles)
CSC 1: Support of the Local School Initiatives	3.0	4.0	
CSC 2: Support Special Education and ELL Programs	4.0	4.0	
CSC 3: High Expectations	4.0	4.0	
CSC SCORE (Average of CSC 1 to CSC 3)	3.66	4.0	3.83

If I have additional questions about Commitment to the School Community, whom should I contact?

Please contact the IMPACT team at 202-719-6553 or impactdcps@dc.gov.



LEVEL 4 (HIGHEST)

LEVEL 3

CSC 1

SUPPORT OF THE LOCAL SCHOOL INITIATIVES

Individual **meets Level 3** expectations AND **extends impact** by finding new and innovative ways to help the local school initiatives succeed and/or by dedicating a truly exceptional amount of time and energy in support of the initiatives.

Individual **consistently** supports the local school initiatives in an effective manner.

Examples of local initiatives include: increased student attendance rate, suspension rate reduction, use of inquiry-based lessons, and school-wide behavioral supports or programs.

CSC 2

SUPPORT OF THE SPECIAL EDUCATION AND ENGLISH LANGUAGE LEARNER PROGRAMS*

Individual **meets Level 3** expectations AND **extends impact** by finding new and innovative ways to help the Special Education and English Language Learner programs, the Student Support Team, and all students with 504 plans succeed and/or by dedicating a truly exceptional amount of time and energy in support of these programs and students.

Individual **consistently** supports, in an effective manner, the school's Special Education and English Language Learner programs, the school's Student Support Team, and all students with 504 plans.

Examples of how one might support these programs and students include: interacting with all students in a positive and inclusive manner, ensuring that facilities are available for the provision of services, incorporating Universal Design for Learning (UDL) principles during instruction, collaborating with special education and ELL teachers in planning content delivery, using scaffolded language supports when working with ELL students, supporting the attainment of language objectives, and participating in student-level decision making (e.g., attending IEP meetings, submitting necessary documentation, tracking data).

CSC 3

HIGH EXPECTATIONS

Individual **meets Level 3** expectations AND **extends impact** by finding new and innovative ways to help promote high expectations and/or by dedicating a truly exceptional amount of time and energy towards developing a culture of high expectations in the school.

Individual **consistently** promotes high academic and behavioral expectations, in an effective manner, for all students.

Examples of how one might promote high expectations include: supporting achievement through rigorous academic work and challenging extracurricular opportunities; modeling high personal standards; assigning and communicating grades in a manner consistent with district and school grading policy; and emphasizing pride in self, school, and community.

**This standard may be scored as "Not Applicable" if a school has no students who receive Special Education or English Language Learner services, no students who need assistance from a Student Support Team, and no students with 504 plans.*

LEVEL 2

LEVEL 1 (LOWEST)

Individual **sometimes** supports the local school initiatives in an effective manner.

Individual **rarely or never** supports the local school initiatives in an effective manner.

Individual **sometimes** supports, in an effective manner, the school's Special Education and English Language Learner programs, the school's Student Support Team, and all students with 504 plans.

Individual **rarely or never** supports, in an effective manner, the school's Special Education and English Language Learner programs, the school's Student Support Team, and all students with 504 plans.

Individual **sometimes** promotes high academic and behavioral expectations, in an effective manner, for all students.

Individual **rarely or never** promotes high academic and behavioral expectations, in an effective manner, for all students.

What is Core Professionalism?

This component measures four basic tenets of professionalism: 1) having no unexcused absences; 2) having no unexcused late arrivals; 3) following the policies and procedures of your school (or program) and the school system; and 4) interacting with colleagues, students, families, and community members in a respectful manner.

How will my Core Professionalism be assessed?

Your administrator will assess you two times during the year according to the rubric at the conclusion of this section. The first assessment begins at the start of the school year and ends February 1; the second assessment begins February 2 and ends June 12.

At the end of each cycle, you can view your final Core Professionalism rating in the IMPACT database (<http://impactdcp.dc.gov>). While a conference to discuss your Core Professionalism rating is not required, you are encouraged to reach out to your administrator with any questions or concerns.

How will my Core Professionalism be rated?

Unlike the other rubrics in IMPACT, there are only three levels for Core Professionalism: Meets Standard, Slightly Below Standard, and Significantly Below Standard.

If you receive a Core Professionalism rating of Meets Standard in Cycle 1 and Cycle 2 (and you receive no ratings of Slightly Below Standard or Significantly Below Standard), your overall rating for this component will be Meets Standard and you will see no change in your final IMPACT score.

If you receive a rating of Slightly Below Standard on any standard of the Core Professionalism rubric during a cycle (and you receive no ratings of Significantly Below Standard), you will receive an overall rating of Slightly Below Standard for that cycle, and ten points will be deducted from your final IMPACT score. This is the case in the sample rating chart below.

If you receive a rating of Significantly Below Standard on any standard of the Core Professionalism rubric during a cycle, you will receive an overall rating of Significantly Below Standard for that cycle, and twenty points will be deducted from your final IMPACT score.

If you receive Core Professionalism deductions in each of the two cycles, the deductions will be combined and applied to your final IMPACT score (e.g. a 10 point deduction in Cycle 1 and a 20 point deduction in Cycle 3 result in a 30 point deduction from your final IMPACT score).

Please note that, if you are shared between two schools, the lower of your two Core Professionalism ratings for each cycle will be used for your final IMPACT score.

For more information about the scoring process, please see the Putting It All Together section of this guidebook.

SAMPLE RATING CHART
CORE PROFESSIONALISM (CP)

CORE PROFESSIONALISM (CP)	CYCLE ENDS 2/1	CYCLE ENDS 6/12	OVERALL
CP 1: Attendance	MEETS STANDARD	MEETS STANDARD	
CP 2: On-Time Arrival	SLIGHTLY BELOW STANDARD	MEETS STANDARD	
CP 3: Policies and Procedures	MEETS STANDARD	MEETS STANDARD	
CP 4: Respect	MEETS STANDARD	MEETS STANDARD	
CP DEDUCTION	-10	NO DEDUCTION	-10



If I have additional questions about Core Professionalism, whom should I contact?

Please contact the IMPACT team at 202-719-6553 or impactdcps@dc.gov.

MEETS STANDARD

SLIGHTLY BELOW STANDARD

CP 1 ATTENDANCE

Individual has **no** unexcused absences (absences that are in violation of procedures set forth by local school policy and by the relevant collective bargaining agreement).

Individual has **1** unexcused absence (an absence that is in violation of procedures set forth by local school policy and by the relevant collective bargaining agreement).

CP 2 ON-TIME ARRIVAL

Individual has **no** unexcused late arrivals (late arrivals that are in violation of procedures set forth by local school policy and by the relevant collective bargaining agreement).

Individual has **1** unexcused late arrival (a late arrival that is in violation of procedures set forth by local school policy and by the relevant collective bargaining agreement).

CP 3 POLICIES AND PROCEDURES

Individual **always** follows DCPS and local school policies and procedures (for example, procedures for submitting student discipline referrals, policies for appropriate staff attire, protocols for the Thirty-Minute Morning Block).

With rare exception, individual follows DCPS and local school policies and procedures (for example, procedures for submitting student discipline referrals, policies for appropriate staff attire, protocols for the Thirty-Minute Morning Block).

CP 4 RESPECT

Individual **always** interacts with students, colleagues, parents/guardians, and community members in a respectful manner.

With rare exception, individual interacts with students, colleagues, parents/guardians, and community members in a respectful manner.

SIGNIFICANTLY BELOW STANDARD

Individual has **2 or more** unexcused absences (absences that are in violation of procedures set forth by local school policy and by the relevant collective bargaining agreement).

Individual has **2 or more** unexcused late arrivals (late arrivals that are in violation of procedures set forth by local school policy and by the relevant collective bargaining agreement).

Individual **demonstrates a pattern** of failing to follow DCPS and local school policies and procedures (for example, procedures for submitting student discipline referrals, policies for appropriate staff attire, protocols for the Thirty-Minute Morning Block) OR individual has committed a **single egregious act** in violation of DCPS and/or local school policies and procedures as determined by the school leader.

Individual **demonstrates a pattern** of failing to interact with students, colleagues, parents/guardians, or community members in a respectful manner OR individual has committed a **single egregious act** of disrespect as determined by the school leader.

SUPPORTING YOUR SUCCESS

What resources are available to help me be successful?

Professional development is critical to our success as a school system. After all, the best schools are those focused on the learning of children *and* adults. This is why providing educators with outstanding support is a top district priority.

Below you will find more information about job-specific resources and learning opportunities designed to help you improve your practice.

FOR SPECIAL EDUCATION COORDINATORS

The DCPS Central Office offers a variety of professional development opportunities throughout the summer and school year. The DCPS Central Office also provides a range of other opportunities on topics such as transition, self-advocacy, Least Restrictive Environment, Section 504, and de-escalation strategies.

SEDS training is offered regularly to support teachers in using the EasyIEP program. SEDS training assists teachers in navigating the data system, accessing Individualized Education Programs (IEPs), analyzing and entering data, and ordering assessments. To sign up for training, visit <https://octo.quickbase.com/db/berthuw6f>.

The Office of the State Superintendent of Education (OSSE) provides professional development and technical assistance for special education teachers, including workshops on data-driven instruction, assessment, behavior interventions, secondary transitions, and more. For additional information about this support, visit the Division of Special Education (DSE) Training and Technical Assistance Unit section of the OSSE website at <http://osse.dc.gov>.

The Council for Exceptional Children (CEC) is the largest international professional organization dedicated to improving the educational success of individuals with disabilities, gifts, and talents. The CEC offers professional development through webinars, conferences, and workshops, and posts resources on the Teaching and Learning Center page of their website. For more information, visit www.sped.org.

CANVAS

Canvas (<https://dcps.instructure.com>) is an online platform that provides teachers with curricular resources across all subjects. Curricular resources are aligned with Common Core State Standards, Next Generation Science Standards, and other academic standards. These resources include scope and sequence documents, unit overviews, recommended anchor texts, suggested summative assessments, Cornerstones assignments, and many other resources.

Teachers may access these resources and sign up for relevant events and announcements by visiting <https://dcps.instructure.com> and logging in using their DCPS email address (first.last@dc.gov) and e-mail password. Should they have questions, teachers may contact canvas@dc.gov.

FOR TEACHERS AND STAFF AT SPECIAL SCHOOLS

At International Baccalaureate (IB) Schools, specialized training is offered to support teachers and staff in implementing IB methods, with a focus on developing students' intellectual, personal, emotional, and social skills. The International Baccalaureate Organization also offers workshops and online training for teachers. More information is available at <http://www.ibo.org/events>.

DCPS UNION PARTNERS

Most DCPS staff members are represented by one of four valued union partners. Should employees have questions regarding their union membership, they may contact HR Answers at 202-442-4090. Our union partners include:

- **American Federation of State, County, and Municipal Employees (AFSCME) Local 2921:** American Federation of State, County, and Municipal Employees (AFSCME) members work in public schools throughout the nation in helping children realize their full potential. They do so by providing services critical to an effective and healthy learning environment — assisting in the classroom, and providing clerical and other support to teachers, administrators, and families. AFSCME Local 2921 represents DCPS' school-based clerical staff and educational aides. For more information, please visit www.districtcouncil20.org.
- **Teamsters Local 639:** The Teamsters union mission is to organize and educate workers toward a higher standard of living. Teamster contracts are the guarantors of decent wages, fair promotion, health coverage, job security, paid time off, and retirement income. Teamsters Local 639 represents DCPS' custodians and attendance counselors. For more information, please visit www.teamsters639.com.
- **Council of School Officers (CSO):** The Council of School Officers union (CSO) represents DCPS Administrators below the rank of Instructional Superintendent. The CSO works to bring about fair and equitable labor agreements such as contracts, fair wages, and job descriptions on behalf of their members who serve our students and communities. For more information, please visit www.councilofschoolofficers.org.
- **Washington Teachers' Union (WTU):** The Washington Teachers' Union (WTU) represents more than 5,000 members in Washington, D.C., including teachers, instructional coaches, counselors, library media specialists, and others. The WTU is dedicated to social and educational justice for the students of the District of Columbia and to improving the quality of support, resources, compensation, and working conditions for the public servants and proud teachers who educate our students in D.C. Public Schools. For more information, please visit www.wtulocal6.org.

PUTTING IT ALL TOGETHER

What does this section explain?

This section is designed to help you understand how all of the components of your assessment will come together to form an overall IMPACT score and rating. The process involves five steps.

Step 1

We begin by identifying your overall score for each component of your assessment. Recall that, for all components other than Core Professionalism, the score will always range from 4.0 (highest) to 1.0 (lowest).

Step 2

We then multiply each component score by its percentage from the pie chart at the beginning of this guidebook. This creates “weighted scores” for each component. The chart below provides an example.

SAMPLE SCORE

COMPONENT	COMPONENT SCORE	PIE CHART PERCENTAGE	WEIGHTED SCORE
Program Coordinator and Dean Standards (PCD)	3.57	x 40	= 142.8
School Individualized Education Program Timeliness (SIEPT)	3.00	x 25	= 75.0
School Eligibility Timeliness (SELT)	3.00	x 25	= 75.0
Commitment to the School Community (CSC)	3.50	x 10	= 35.0
Core Professionalism (CP)	Meets Standard	N/A	No Change
TOTAL			328

Step 3

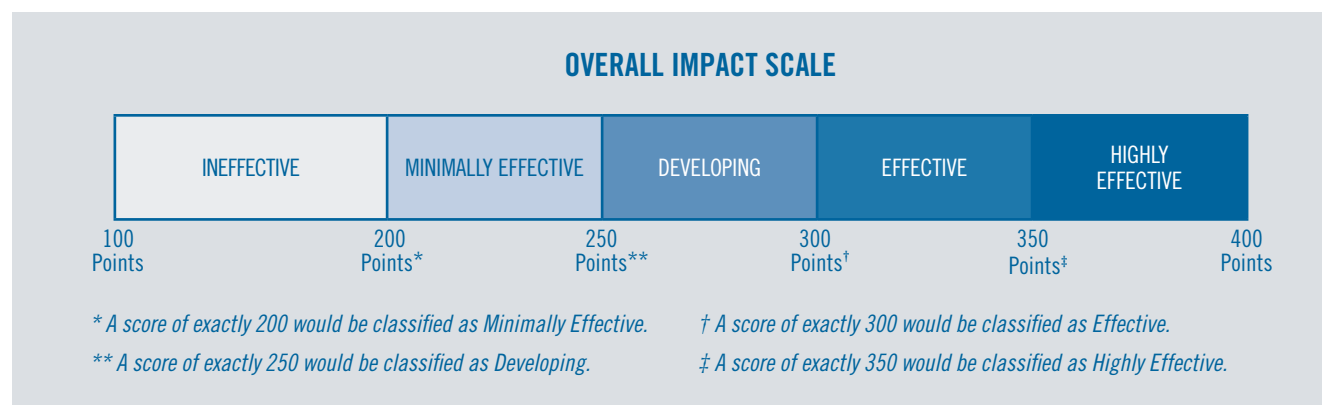
We then add the weighted scores to arrive at a total score. The total score will always be between 100 and 400.

Step 4

We then adjust your total score based on your rating for Core Professionalism. If your rating for this component is Meets Standard for both cycles, then your total score remains unchanged. If not, then 10 points are subtracted from your total score for each cycle in which your rating is Slightly Below Standard, and 20 points are subtracted for each cycle in which your rating is Significantly Below Standard. In the example above, the individual's rating for all cycles is Meets Standard, so no points have been subtracted.

Step 5

Finally, we take your adjusted score and use the scale below to arrive at your final IMPACT rating.



Note: If you are not employed by DCPS for the entire year (for example, because you joined the school system partway through the year), or if, while employed by DCPS, you have an absence which causes you to miss one or more of your assessments, DCPS may at its discretion make adjustments to the IMPACT system to ensure that you receive a final IMPACT score for the year. These adjustments may include, among other things, changing deadlines, changing the number of assessments, and changing the type of assessment. Also, if unexpected circumstances interfere with the completion of one or more of your assessments, DCPS may nevertheless issue a final IMPACT score and consequences based on the remaining assessments. Finally, DCPS reserves the right to make any additional modifications to the IMPACT system during the school year. DCPS will provide notice of any such modifications prior to their implementation. (For the purposes above, “assessments” refers to observations, conferences, holistic reviews, data, and other means of measuring performance.)

What do these ratings mean?

Highly Effective: This rating signifies outstanding performance. Members of the Washington Teachers' Union (WTU) and Council of School Officers (CSO) are eligible for additional compensation as outlined in the *IMPACT_{plus}* section of this guidebook. All individuals rated as Highly Effective will progress normally on their pay scales.

Effective: This rating signifies solid performance. These individuals will progress normally on their pay scales.

Developing: This rating signifies performance that is below expectations. A WTU or CSO member who earns a Developing rating will be held at his or her current salary step until he or she earns a rating of Effective or Highly Effective. If after three years, an individual, regardless of union affiliation or position change, does not move beyond the Developing rating, he or she will be subject to separation.

Minimally Effective: This rating signifies performance that is significantly below expectations. A WTU or CSO member who earns a Minimally Effective rating will be held at his or her current salary step until he or she earns a rating of Effective or Highly Effective. If an individual, regardless of union affiliation or position change, receives two consecutive Minimally Effective ratings, he or she will be subject to separation.

Ineffective: This rating signifies unacceptable performance. Individuals, regardless of union affiliation or position change, who receive this rating for one year will be subject to separation.

Note: When an individual transitions to a different IMPACT group, the prior year(s) IMPACT rating(s) will be linked to any subsequent IMPACT ratings for separation determinations.

If I have a concern about my rating, whom should I contact?

If you ever have a concern, contact the IMPACT team at 202-719-6553 or impactdcps@dc.gov.

If I earn a Minimally Effective rating and then a Developing rating, will I have one more year to improve?

Yes, you will have one additional year to improve your performance to Effective or Highly Effective. However, if you receive a third consecutive rating that is below expectations (i.e., Ineffective, Minimally Effective, or Developing), you will be subject to separation regardless of union affiliation or position change.

If I earn a Developing rating and then a Minimally Effective rating, will I have one more year to improve?

No. In this case, your performance will have declined from below expectations (Developing) to significantly below expectations (Minimally Effective). As a result, you will be subject to separation regardless of union affiliation or position change.

What can I do if I disagree with my final rating?

If you receive a final IMPACT rating of Ineffective, Minimally Effective, or Developing and you would like to appeal your rating, you may file a formal appeal to the Chancellor. A three-member panel comprised of senior leaders in DCPS will convene to review all appeals and provide a recommendation to the Chancellor who will make a final decision. More information regarding the Chancellor's Appeals Process will be shared with eligible employees.

Note: Employees may have other appeals options available through their union's collective bargaining agreement and are encouraged to contact their union representative for more information.

Will my evaluation be affected if my school has a non-traditional (e.g., Extended Year) calendar?

No. Your IMPACT evaluation will not be affected if your school transitioned to a non-traditional calendar. You will continue to receive all components of your evaluation, as indicated in your guidebook, with the same deadlines as schools that have not transitioned to a non-traditional calendar.

What is IMPACT*plus*?

IMPACT*plus* is a performance-based compensation system for members of the Washington Teachers' Union (WTU) and Council of School Officers (CSO) who are evaluated under IMPACT.

Who is eligible for IMPACT*plus*?

Any WTU member who earns an IMPACT rating of Highly Effective is eligible for an annual bonus. Teachers in Groups 1–7 at high-poverty schools are eligible for base salary increases upon reaching the Advanced, Distinguished, or Expert LIFT stages.

How do I know if I am a WTU member?

Teachers, instructional coaches, counselors, library media specialists, and others are part of the WTU. If you are not sure about your status, you may contact Human Resources at 202-442-4090 or the WTU at 202-293-8600.

How will I know if I received a Highly Effective rating?

To access this information, log into the IMPACT database at impactdcps.dc.gov. If you need assistance logging in, you may contact the IMPACT team at 202-719-6553 or impactdcps@dc.gov.

Do I need to be a “full” union member to be eligible for IMPACT*plus*?

No. You only need “agency fee” status to be eligible for IMPACT*plus*. To learn more about this status, you may contact the WTU at 202-293-8600.

How does it work?

For WTU members who are not teachers or instructional coaches, IMPACT*plus* consists of an annual bonus. The chart below describes the bonus structure.

YOUR IMPACT RATING	YOUR SCHOOL'S POVERTY LEVEL	YOUR TOTAL POSSIBLE ANNUAL BONUS
Highly Effective	High-Poverty	\$2,000
	Low-Poverty	\$1,000

How do I know my school's poverty level?

Each school's poverty level is listed on the DCPS website at dcps.dc.gov/page/impactplus. If you work at more than one school, we will use the average of your schools' free and reduced-price lunch rates.

Why do staff in high-poverty schools receive higher bonuses?

One of the goals of IMPACT*plus* is to help our highest-poverty schools attract and retain outstanding staff members. This is why we are offering higher bonuses to the individuals who serve in these schools.

If I retire at the end of the 2017–2018 school year, will I be eligible for the bonus?

Yes.

Will the bonus count toward my pension calculation?

No.

If I resign at the end of the 2017–2018 school year, will I be eligible for the bonus?

No. In addition to recognizing and rewarding excellent staff members, IMPACT*plus* aims to retain them. Thus, to be eligible for the bonus, you must be employed by DCPS, or be a new entrant to the retirement system, at the time of the bonus distribution.

If I am separated from the school system for disciplinary reasons, will I be eligible for the bonus?

No.

If I am employed by DCPS for only part of the school year, will I receive the full bonus?

No. Assuming you are employed by DCPS (or are a new retiree) at the time of the bonus distribution, your bonus will be prorated according to the number of full months you worked during the school year in which you earned the Highly Effective rating.

Are there any conditions attached to accepting this bonus?

Yes. After accepting the bonus, you will no longer have access to the “extra year,” early retirement, or buyout options if you are excessed at any time in the future and cannot find a placement at another school. To learn more about these options, please consult the WTU contract (Section 4.5.5) at wtulocal6.org.

Am I required to accept the bonus?

No. If you would prefer not to give up the “extra year,” early retirement, or buyout options related to excessing, you may forgo the bonus.

How will I communicate with DCPS whether I want to accept the bonus?

Once final IMPACT ratings are available, the IMPACT team will notify you via email if you are eligible for an IMPACT*plus* bonus. You will submit your acceptance decision by logging into the IMPACT database at impactdcps.dc.gov. DCPS will provide more details at that time.

When will I receive my bonus?

Upon confirmation that you have returned to DCPS the following school year or retired, DCPS will disburse all bonuses by the end of the calendar year in which they are earned.

Will the bonus be subject to taxes?

Yes.

If I earn a Highly Effective rating again in the next school year (2018–2019), will I be eligible for another bonus?

Yes. You will be eligible every year that you earn a Highly Effective rating.

If I have additional questions about the annual bonus, whom should I contact?

Please contact the IMPACT team at 202-719-6553 or impactdcps@dc.gov.

IMPACT*plus* — CSO

What is IMPACT*plus*?

IMPACT*plus* is a performance-based compensation system for members of the Washington Teachers' Union (WTU) and Council of School Officers (CSO) who are evaluated under IMPACT.

Who is eligible for IMPACT*plus*?

All CSO members who earn a final IMPACT rating of Highly Effective are eligible for performance-based compensation under IMPACT*plus*.

How does the annual bonus work?

The chart below describes the bonus structure.

YOUR IMPACT RATING	YOUR SCHOOL'S POVERTY LEVEL	YOUR BONUS	YOUR ADD-ON IF YOU ARE IN ONE OF THE 40 TARGETED SCHOOLS	YOUR TOTAL POSSIBLE ANNUAL BONUS
Highly Effective	High-Poverty	\$1,500	\$500	\$2,000
	Low-Poverty	\$1,000	n/a	\$1,000

How do I know if I am a CSO member?

The CSO represents school-based administrators and certain related service providers; a list of CSO positions may be found in the CSO contract. If you are not sure about your status, you may contact Human Resources at 202-442-4090 or the CSO at 202-526-4700.

How do I know my school's poverty level?

Each school's poverty level is listed on the DCPS website at dcps.dc.gov/page/impactplus. If you work at more than one school, we will use the average of your schools' free and reduced-price lunch rates.

How will I know if I received a Highly Effective rating?

To access this information, log into the IMPACT database at impactdcp.dc.gov. If you need assistance logging in, you may contact the IMPACT team at 202-719-6553 or impactdcp@dc.gov.

Do I need to be a "full" union member to be eligible for IMPACT*plus*?

No. You only need "agency fee" status to be eligible for IMPACT*plus*. To learn more about your status, you may contact the CSO at 202-526-4700.

Why do CSO members in high-poverty and 40 targeted schools receive higher bonuses?

One of the goals of IMPACT*plus* is to help our highest-need schools attract and retain outstanding staff members. This is why we are offering higher bonuses to the individuals who serve in these schools.

How do I know if I work in one of the 40 targeted schools?

If you are not sure, please ask your administrator. You may also contact the IMPACT team at 202-719-6553 or impactdcps@dc.gov.

If I *retire* at the end of the 2017–2018 school year, will I be eligible for the bonus?

Yes.

Will the bonus count toward my pension calculation?

No.

If I *resign* at the end of the 2017–2018 school year, will I be eligible for the bonus?

No. In addition to recognizing and rewarding excellent staff members, IMPACT*plus* aims to retain them. Thus, to be eligible for the bonus, you must be employed by DCPS, or be a new entrant to the retirement system, at the time of the bonus distribution.

If I am separated from the school system for disciplinary reasons, will I be eligible for the bonus?

No.

If I am employed by DCPS for only part of the school year, will I receive the full bonus?

No. Assuming you are employed by DCPS (or are a new retiree) at the time of the bonus distribution, your bonus will be prorated according to the number of full months you worked during the school year in which you earned the Highly Effective rating.

When will I receive my bonus?

Upon confirmation that you have returned to DCPS the following school year or retired, DCPS will disburse all bonuses by the end of the calendar year in which they are earned.

Will the bonus be subject to taxes?

Yes.

If I earn a Highly Effective rating again in the next school year (2018–2019), will I be eligible for another bonus?

Yes. You will be eligible every year that you earn a Highly Effective rating.

If I have additional questions about the annual bonus, whom should I contact?

Please contact the IMPACT team at 202-719-6553 or impactdcps@dc.gov.

CONCLUDING MESSAGE

This system is called “IMPACT” because you, the adults serving in our schools, have the ability to make a dramatic, positive impact on our students’ lives. You are the most important lever of change in our school system.

While the goals we set for our students and ourselves are bold, they represent what we can and must do, together, to ensure that our students receive a first-rate education that will open a world of possibilities for them. Every student, every school, every day!





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